

**ECONOMIC SERVICES ADMINISTRATION
STAFF SURVEY ACTION PLAN PROGRESS REPORT
DECEMBER 2008**

| ACTION ITEM FROM PLAN | STATUS |
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| <p>Focus Area 1: Ensure use of objective hiring practices</p> | |
| <ul style="list-style-type: none"> ▪ Develop and implement an ESA-wide recruitment, hiring, and promotional practice policy ▪ Train all managers to the policy | <ul style="list-style-type: none"> ▪ A draft of WGS hiring process was completed and reviewed by workgroup members, ESA management team, and HRD. Posted for staff comment on iESA. The workgroup is refining to incorporate staff comments before posting final guidelines on iESA for staff and management. Guidelines include step-by-step processes, as well as links to resources/best practices (e.g. for interview panels, interview questions, etc.). Workgroup will begin work on WMS and Exempt processes, and training will be developed, as needed, when the guidelines are complete. |
| <p>Review and implement changes, as needed, to the staff development and training programs to more adequately prepare staff for promotional opportunities</p> <ul style="list-style-type: none"> ▪ Implement APDP change ▪ Full review of staff development/training plan ▪ Continued support/expansion of CPM | <ul style="list-style-type: none"> ▪ Implemented workgroup recommendations regarding ESA's Administrators Professional Development Program (APDP), including: <ul style="list-style-type: none"> ○ Expanding funding and Identifying funding for Administrator and Supervisor academies ○ Adding first line supervisors and individuals in approved mentoring pairs as eligible to use the funds ○ Including the costs of travel/per diem as part of allowable costs ▪ Division of Child Support (DCS) Staff Development Coordinator hired 7/1/2008. Intranet Staff Development Site initially released 9/8/2008 ▪ Continued support of ESA cohort in the Certified Public Manager Program ▪ The Community Services Division (CSD) implemented a new training website which provides a vehicle to assist in delivering consistent, user initiated training modules for basic financial eligibility work and tracking training individual staff have received. ▪ Local efforts, such as the DCS Wenatchee Office Staff Development Project, which includes clear goals, objectives, and specific activities: <ul style="list-style-type: none"> • Goals: Provide staff development, provide leadership development, address succession planning • Objectives: Identify training needs/resources, allocate training dollars, create framework to identify individuals for training, create feedback system to address success, create communication and feedback system for office, identify timelines, roles and responsibilities ▪ The Operations Support Division (OSD) Fiscal Services Office (FSO) has implemented an informal quarterly PDP review process that includes a review of training taken or opportunities available. FSO has begun pairing staff across teams to do job shadowing activities. Implemented September 2008. |
| <p>Focus Area 2: Provide opportunities for employee input</p> | |
| <p>Conduct focus groups in all regions/districts to talk about local operational policies and processes and solicit input and innovative ideas. Compile information and share with staff.</p> | <ul style="list-style-type: none"> ▪ The CSD Service Delivery Resign (SDR) is comprised of 6 cross-functional planning teams that include members from all classifications and geographic areas. There are approximately 70 staff involved in the statewide groups. The SDR will result in streamlining service delivery to be more timely and responsive to customer requests. In addition to articles on the iESA portal, a website has been established where staff can find detailed information and provide their ideas and comments about the SDR plans ▪ Office of Quality Assurance in Operations Support: <ul style="list-style-type: none"> ○ Conducted QA brainstorming session on Career Development & Internal communications ○ QA is currently piloting the ESA telework program as an innovative way to accomplish the work. |

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| <p>Develop new, automated methods to involve and engage staff in providing input / feedback, compile, and respond to the information received. Build on:</p> <ul style="list-style-type: none"> ▪ "Ask Troy" ▪ WAC posting – blue page | <ul style="list-style-type: none"> ▪ The Assistant Secretary is making visits to local offices, meeting staff and talking about issues of concern. He has visited 40 of the 68 CSOs and all 10 DCS offices. He has also had several individuals from the field spend a day with him as a job shadow, attending DSHS Leadership Team meetings, ESA management meetings, and/or other regular business meetings. ▪ Regular (at least quarterly) video messages from the Assistant Secretary are shared with all staff, providing information on the Assistant Secretary's vision, updates on critical issues, and other information of interest to staff. ▪ DCS Examples of Staff Engagement activities: <ul style="list-style-type: none"> <u>Seattle Office – developed concrete actions to address staff survey questions e.g.:</u> <ol style="list-style-type: none"> 1. My supervisor holds me and my co-workers accountable for performance <ul style="list-style-type: none"> ▪ Discuss performance goals and measurements in team meetings ▪ Set and remind staff of their expectations – revolves around PDP ▪ Developing consistent SEO expectations for all of Seattle 2. I am encouraged to come up with new and better ways of doing things <ul style="list-style-type: none"> ▪ Management has been encouraged to spend more time out on the floor engaging staff ▪ Caseload Management Workgroup–formed to identify best practices and training needs ▪ Staff participation in workgroups to improve performance goals (Modifications, Interstate Referrals, Contempt Referrals, Write Offs) <u>Tacoma Office:</u> <ol style="list-style-type: none"> 1. Supporting and developing team members at all levels <ul style="list-style-type: none"> ▪ SEO 2 Book Club – Open to everyone. Book discussion to include: <u>You Don't Need a Title to Become a Leader</u> by Mark Sanborn, <u>Good to Great and the Social Sectors</u> by Jim Collins and a DVD on Patrick Lecioli's <u>The Five Temptations of a Leader</u> 2. Transparency and building confidence in hiring and promoting processes <ul style="list-style-type: none"> ▪ Members from every classification are invited to sit on panels ▪ Inviting stakeholder panels to participate in supervisory or higher positions ▪ Using brown bag lunch to discuss hiring and promotion ▪ "Best Practices" training on hiring <u>Fife Office:</u> <ol style="list-style-type: none"> 1. Employee recognition <ul style="list-style-type: none"> ▪ Attend RRAC recognition meetings ▪ Survey to determine how people want to be recognized ▪ Recognition at all-staff meetings 2. SEO mentoring meetings 3. "Lobby Beautification" project 4. Workgroup to determine content of performance page 5. Wall of Fame to recognize excellence 6. FRED Program – Finding and Recognizing Excellence Daily |
| <p>Implement quarterly program to regularly gather input on a variety of issues within the administration.</p> | <ul style="list-style-type: none"> ▪ CSD reinstated the Client Service Advisory Committee in June 2008. The group met twice before the travel freeze. ▪ Office of Quality Assurance reinstated quarterly QA All-Staff telephone conference calls to discuss best practices, what's new, program updates, accuracy rates, trends, etc.) |

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| | <ul style="list-style-type: none"> Fiscal Services Office meets quarterly as an All Staff to ensure that staff are aware of issues facing the administration and department. Staff input is solicited at the meeting and after. |
| <p>Implement a "staff exchange" program, allowing local office staff to spend time in HQ and HQ staff to spend time in a local office</p> | <p>CSD Opportunities:</p> <ul style="list-style-type: none"> Five staff from HQ Program and Policy unit spent time in area Community Services Offices assisting with eligibility. One FSS Supervisor from Spokane spent 4 months in HQ and completed two projects. Due to the efforts to reduce travel/per diem costs, no further staff have been recruited to spend time in CSD HQ. Travel restrictions have limited further exchanges at this time. <p>DCS Opportunities for field to come to HQ</p> <ul style="list-style-type: none"> Communications – has standing offer to host staff from the field in DJA position for up to a month. Ten field staff have taken advantage of this opportunity in the last year. DCS created 2 DJA positions (June 2008). The selected employees will spend 3 months each in the HQ Field Operations and the Director's office. Central Services provides tours highlighting processes. Tours are done on a regular basis for new hire academies in the field, they were done for all interested staff during the DCS Training Conference and may be scheduled upon request. Central Services also offers opportunities for short term job shadows to field staff that wish to see firsthand how operations are managed. <p>DCS Opportunities for HQ staff to work in the Field</p> <ul style="list-style-type: none"> The Director of DCS and his Confidential Secretary telecommute most Fridays from the Tacoma office. Three HQ Policy staff telecommute from the Fife office regularly. The Chief of Field Operations regularly telecommutes from the Seattle office One HQ tribal CSPA telecommutes most Mondays from the Everett office The Executive Assistant to the Director telecommutes from the Fife office <p>OSD FSO staff has been encouraged to seek opportunities to "shadow" field staff, but workload has been an issue to fully implementing.</p> |
| <p>Focus Area 3: Use customer feedback to improve work processes</p> | |
| <p>Identify areas where customer feedback would be appropriate and useful. Develop survey and data collection processes and automated methods to compile customer input</p> | <ul style="list-style-type: none"> DCS Spokane office invited community partners to speak to DCS staff (Easter WA Communications Dir); communicate what steps are being taken to address community concerns |
| <p>More fully engage local office with communities and customers. Use feedback from staff who regularly hear from customers about services.</p> | <ul style="list-style-type: none"> CSD has participated in two program initiatives with community partners that resulted in more families receiving Basic Food and improved the WorkFirst participation rate. In response to a tribal request, CSD implemented an initiative to assist the Port Gamble tribe in doing their own food and medical eligibility. Quality Assurance supervisors meet with CSD counterparts regularly to discuss case findings. Recently, QA has conducted CSD requested focused reviews of designated offices. Regular session |
| <p>Restructure ESAC and use quarterly meetings to fully engage stakeholders</p> | <p>The ESA Advisory Committee (ESAC) was restructured, with new membership. We've held two meetings with the new committee and members are fully engaged in the issues.</p> |
| <p>Share the 2007 Client Survey results with staff and respond to the</p> | <p>Client survey shared with divisions. Division-level activities, such as:</p> |

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| issues | <ul style="list-style-type: none"> ▪ 2007 Client Survey is posted to the intranet for all-staff to view at will. ▪ Limited English Proficiency (LEP) ongoing workgroup created to (among other things) improve services to clients that prefer communication in another language or need additional assistance to access DCS services easily. ▪ WorkSource outreach. DCS has provided all-staff with a list of WorkSource resources to refer customers who need job search, job search preparation or training to become employed or to improve employment. ▪ Project Get Connected – A collaboration between DCS, OCSE, DOC, CSD, community colleges and advocate groups to assist low income and hard-to-employ non-custodial parents to find jobs AND manage their child support issues. ▪ Strategic Plan item – Initiative is to develop a mechanism to seek out and collect ongoing information from DCS customers regarding IV-D services. Project just underway. Asking for input from local offices regarding what types of information would be beneficial to collect. ▪ Good Cause Review Team – In collaboration with CSD and the Washington Coalition for Against Domestic Violence DCS is working to improve client safety by improving the Good Cause process. Good Cause is the way custodial parents opt out of DCS services if they feel their safety is in jeopardy because of domestic violence issues. The process will be streamlined and standardized so cases do not fall through the cracks. |
| Use customer feedback to expand our Plain Talk effort – forms, letter, etc. | <p>Operations Support Division, Information Technology Solutions (ITS):</p> <ul style="list-style-type: none"> ▪ ITS uses periodic "CSO Tours" that allows ACES, eJAS and Barcode programming staff the opportunity to observe the systems in action and talk directly with field staff about ways to improve those systems. ▪ ACES staff continue to participate on the ACES Letters Review Board and Plain Talk initiatives. ESA has made 48 changes to letters over the past year to make them more user-friendly. |
| Focus Area 4: Having a safe workplace | |
| <p>Develop and implement a plan to address employee safety in the workplace, including:</p> <ul style="list-style-type: none"> ▪ Providing staff training and support to help avoid placing employees in situations that compromise safety ▪ Developing protocols to quickly and appropriately respond to situations that may compromise safety ▪ Mitigating risks, where possible, through effective facilities management and administrative support ▪ Evaluating management data from ESA's Critical Incident Reporting System to identify trends and issues | <ul style="list-style-type: none"> ▪ ESA established a cross-administration Staff Safety Committee in response to concerns expressed in the staff survey. The group will have a formal charter to look at 4 objectives from the action plan, consider administration-wide safety issues, and make recommendations to the ESA management team. ▪ Emergency contact list and protocol for CSD updated in December 2008 and distributed to key staff. ▪ CSD Regional administrators were instructed to train CSOAs and other supervisors in being alert to the trauma impact on staff of violent incidents and other acting out that happens from clients in the CSO. The next level in the chain of command will offer an opportunity to talk to someone, such as Employee Advisory Services, about stress and the emotional impact of being involved in disturbing incidents ▪ DCS Yakima Office created an office safety committee and provided training (Violence in the Workplace, CPR/First Aid) ▪ An informal safety review was conducted and QA supervisors discussed safety hazards and what needs to be done. |